STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
7.1. Enhance relationships and engagement with diverse communities	**7.1.1** Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities	Community Engagement Advisor/Director of Strategy and Performance	**Apr-Jun 23 update:** Work is ongoing to acquire community contacts. A survey will be developed and circulated internally to establish our current community contacts. We have attended a number of community events to meet representatives of those communities and the people who live there including St Helens Pride, Southport Pride, Africa Oye and Polish Saturday School Open Day. Our Community Impact Fund submission date has been extended and fire stations are engaging with community groups to help support the places where they work. **July – Sept update** A pilot survey has been circulated internally to establish our current community contacts. Good progress is being made building relationships and engaging with community groups and external partners. A number of community groups, have further engaged with the	Q3		

			Service by visiting their local station or visiting the Heritage Centre. We have attended a number of community events including South East Asian Culture Festival and Community Fire Station Open Days. Progress continues with our Community Impact Fund project. We are designing an "Engaging with our Communities" flyer.			
	7.1.2 Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required		**Apr-Jun 23 update:** Work on the Religious Sites Project is in progress. The learning package will develop knowledge of religious sites across the city and therefore improving our response should an incident arise. It will also encourage engagement with community leaders and communities. The initial workshop will focus on the Jewish Community. Further learning packages will be developed into other religious sites such as Mosques, Churches, Temples etc. **July – Sept update** Work continues on the Religious Sites Project. We have successfully engaged with the Head of Liverpool Interfaith Forum. This partnership will allow us to enhance our understanding and knowledge of the different faiths across Merseyside.	Q3		

	7.1.3 Data –led risk and equality analysis		**Apr-Jun 23 update:** Progress is being made. A working group is now in place to review and analyse data. Over the last couple of months, the group has focused on ED&I monitoring data. Key areas include • Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&W) • Reasons for collecting monitoring data relating to Protection visits and the outcomes required Use the National Fire Chief's Council (NFCC) categories as they are for Community Fire Risk Management Information System (CFRMIS) HFSC **July – Sept update** Work continues around the collection of monitoring date for Home Fire Safety Check and Safe and Well. Draft designs for flyers have been produced and will be circulated internally for staff and externally for members of the public. The working group has reviewed and evaluated the released 2021	Q3		

			census data. An initial sequence of work has been confirmed around agreed data sets.			
7.2. To make the most effective use of organisational information whilst continuing to improve information security and governance. ***a) Continuing to digitally transform the organisation*** ***b) Continuing to ensure compliance with information governance and security legislation and regulations***	**7.2.1 Continuing to digitally transform the organisation** **7.2.1a** To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.	Corporate Information and Systems Manager/Director of Strategy and Performance	**<u>Apr-Jun 23 update:</u>** The work on the PORIS module has been completed and has been received well by the stations. Approximately half of stations have received the training. An evaluation survey has recently been circulated to those stations that have started to use Provision of Operational Risk Information System (PORIS). Future changes will be influenced by the feedback received from stations. We will now switch the focus to the new Site Specific Risk Information System (SSRI) form, processes, and output. We are working with Civica and another three FRSs on the development of this new module **<u>July – Sept 23</u>:** All stations have now been trained in the use of PORIS, and as of 5th October 1340 PORIS assessments have been completed. The new SSRI data capture has now been created in CFRMIS, and the question set from the current form is currently being mapped across to the new form. The next stage is to carry out a test data migration and	Ongoing		

			start to design the SSRI output report.			
	7.2.1b Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.		**<u>Apr-Jun 23 update:</u>** The focus over the last couple of months has been on support and maintenance of the existing application together with a period of knowledge transfer to the remaining staff within the team. The priority moving forward will be to develop the self-service reporting dashboard for NRAT (National Resilience Assurance Team). **<u>July – Sept 23</u>:** Development work in Q2 has focussed on: - Making the required changes to the national business continuity survey - Improvements to the training management system - Improvements to the Strategic Holding Area (SHA) module, specifically in relation to booking staff into the SHA - Requirements have been gathered in relation to the self-service reporting dashboard.	Ongoing		

	7.2.1c Upgrade and migrate from SharePoint 2013 to SharePoint Online.		**<u>Apr-June 23 update</u>** Good progress is being made with the key project highlights detailed below. • Champions have been heavily involved from all functions and have attended several workshops and updates. The latest meetings have focused on the design principles. The team have worked with Corporate Communications, Silversands (migration partner) and consulted with other FRSs such as North West Fire and Rescue Service focusing on best practice and accessibility guidelines. • Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online, Power Apps/Power Platform, security and compliance. • The systems support team have carried out several test migrations of Prevention and Protection sites. • Communications plan has been drafted to aid user adoption. • Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation. • Systems Support Team have started the conversion of InfoPath	Ongoing		

			forms into the SharePoint Online equivalent. **<u>July – Sept 23</u>:** The following work items have been completed in Q2: - Multi-factor Authentication (MFA) has been successfully implemented and rolled out across the organisation. This improves the security of organisation data and systems prior to the launch of the new SharePoint Online Intranet Portal - The structure including all sites and pages for the Prevention Function has been completed - Test data migrations have been completed successfully - The majority of Prevention forms have been recreated in the new technologies. Permissions of all Prevention pages and libraries are currently being reviewed and assigned before a final data migration and go-live. The same process will then be followed to ensure each Function is migrated successfully.			
	7.2.2 Continuing to ensure compliance with information governance	Information Governance Officer/Director	**<u>Apr-June update</u>**	Q3		

	and security legislation and regulations **7.2.2a** Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality data within the organisation. • Build on the existing information asset register • Implement a data quality framework	of Strategy and Performance	Good progress is being made on addressing the matters picked up in the fire standard gap analysis. • Draft data management framework documents have being produced and are under review • Good practice examples have been sought from NFCC and other FRS • Work has commenced on reviewing the existing asset register **<u>July – Sept update</u>** Good progress is being made on implementing this standard but embedding the Standard will take longer than the anticipated Q3 completion: • A draft MFRS data management framework has been developed and is currently being refined • An action plan for work required to complete the framework has been created The asset register and record of processing are both under review			
	7.2.2b Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the		**<u>Apr-June update</u>** • Service Instructions relating to information governance are under review	Ongoing		

	information we process more effectively and minimise risks.		• Information sharing agreement processes are being reviewed and updated **July – Sept update** Work continues in this area and it is linked to the previous action: • A new, shorter information sharing agreement letter has been implemented enabling MFRS to deal with request for sharing non-personal data more promptly. • Use of an electronic system for managing requests for information is under review			
	7.2.2c Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.		**Apr-June update** Limited work has taken place on records management due to the focus on the fire standards and information governance processes, however, it is still hoped this will be completed in Q3 **July – Sept update** Work is ongoing. Preparedness are reviewing their retention schedules and other departments will do the same following feedback to SLT.	Q3		
7.3. Develop and maintain effective communications	**7.3.1 To implement the actions outlined in the Communications Strategy,**	Communications Manager/Director of Strategy and Performance	**Apr-June update** Support in all these areas is either completed or on-going. Full support	Ongoing		

and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.	**to support corporate objectives, including:** **7.3.a**Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)		provided by comms team through a variety of channels **<u>July – Sept update</u>** Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels. Incoming work includes British Firefighter Challenge 2024, MFRA 50 year anniversary in 2024, Increase in TDA activity linked to the opening of the new site, Bonfire Planning, recruit pass out events.			
	7.3.b Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video for internal and external comms		**<u>Apr-June update</u>** The team continues to review and refine resource and equipment to broaden the scope of that can be delivered in house to a high quality. This continues similar developments in recent years (e.g. enhanced video editing skills an equipment as an alternative to outsourcing) **<u>July – Sept update</u>** Preparing for digital content creator apprentice joining the team to enhance recruitment and internal comms output			

	7.3.c Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required		**Apr-June update** The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment. **July – Sept update** The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment.			
	7.3.d Develop training videos to support online training/learning.		**Apr-June update** Continued support is provided to departments as required the communications team is represented on the Project Board and Project Team for Learning Management System enabling direct assistance in future development of all learning resources where required. **July – Sept update** Training videos around low speed manoeuvres planned as are resumption of training videos around specialist pods			

	7.3.e Support positive action and Staff Network growth and development		**Apr-June update** Continued support is provided for all recruitment and positive action activities. A new apprentice will soon join the team to focus particularly on recruitment/positive action and People related communications which will assist delivery of this action. **July – Sept update** As above will also support staff networks including development of socio-economic network			
	7.3.f Implement the findings of a digital access audit		**Apr-June update** This piece of work is ongoing **July – Sept update** Issues with website identified and will be allocated within the team to amend on website			
7.4. Work with other Functions to review and refresh the Corporate Risk Register	**7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;** • Review current processes • Develop departmental risk registers	IRMP Officer/ Director of Strategy and Performance	**Apr-June update** This work is ongoing jointly with the Legal team, but is not likely to be completed by Q2 although work will progress during the quarter. **July – Sept update** A new approach to creating and maintaining a corporate risk register has been developed and	Q2		

	Build a corporate risk register		will be rolled out in the coming months.			
7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)	**7.5.1 Develop the CRMP for 2024/27 including:** • Ensuring the process meets the CRMP fire standard • Risk analysis • Consideration of focus areas • Initial engagement with stakeholders • Creation and approval of the draft CRMP • Commence formal stakeholder consultation	IRMP Officer/ Director of Strategy and Performance	**<u>Apr-June update</u>** Work has taken place to review the process, analyse risk and develop themes for consideration during engagement with the public in Q2. All actions on target to be achieved. **<u>July – Sept update</u>** • The CRMP process has been reviewed against the CRMP standard and changes have been made • The risk analysis is complete • Initial engagement with the public is complete and will be reported to Members in December. • The new CRMP is being drafted. The CRMP process was found to be Good during the HMICFRS inspection.	Q1 Q1 Q2 Q3 Q3/4 Q4		
7.6. Coordinate the delivery of the 2023 HMICFRS inspection	**7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including**; • Gathering information and data • Self-assessment	Director of Strategy and Performance	**<u>Apr-June update</u>** This work was completed successfully and the final report is awaited **<u>July – Sept update</u>** The final report has now been received and published and will be	Q1 Q1		

	• Communications • Facilitation of the inspection		reported to Members in December. An action plan will be developed to ensure continuous improvement.			
7.7. Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	**7.7.1 Three (3) key activities in the ICT service pipeline this year are**: **7.7.1.a** CAD-MIS Project Phase Three: Utilisation of the Pre-alert function within the Vision 5 CAD	Head of ICT	**<u>Apr-June update</u>** MFRS and Telent have passed a requirement document to SSS (Capita). SSS will produced a costed proposal to deliver the scope of works with firm time scales. In the meantime, Telent is checking if there is work needed for Airbus (MDT) and Multi-tone (Station End). **<u>July – Sept update</u>** A July 2023 Requirements Confirmation Meeting between SSS, Telent & MFRS has been rescheduled for 17/08/2023 after which SSS will submit their proposed Enhanced Mobilisation solution with timescales and costs	Mid 2023/24		
	7.7.1.b Lead and contribute to the ICT activities for the new TDA and Operational Fire Station		**<u>Apr-June update</u>** Provision of external services from Virgin Media and BT is expected in the first two weeks of June 2023. The new LAN design is being subjected to value engineering to reduce costs. With the Telent two-year contract extension in place the Telent PM is on-board, working, in the first instance, with Fire Control,	May 2024		

			ICT and telent on the plan to lift and shift Secondary Control. **<u>July – Sept update</u>** The Telent PM is on-board and has produced a 'Plan on a Page' and is working with Fire Control to produce a Work Breakdown plan for the move of Secondary Fire Control. Various quotes have been subject to value engineering & due diligence and the first tranche of the third party supplier's orders are being raised via the Telent Change Control Note (CCN).			
	7.7.1.c The Migration and Upgrade to On-premises SQL 2019		**<u>Apr-June update</u>** Ongoing . A scoping exercise is underway between Telent, MFRS and third-Party application vendors to ensure current and future requirements are captured for the new SQL solution. Telent have also on boarded Simpson Associates who specialise in database design, administration, and analytics. Final commercial discussions underway. **<u>July – Sept update</u>** This is the second of three large and complex ICT infrastructure projects where the ICT Capital budget has been realigned to enable delivery in 2023/24. Design and due diligence has been completed and following	March 2023		

			wider Telent Business approval ICT will be briefed prior to entering the Telent CCN process.			
	7.7.2 Ensure succession planning is delivered for the ICT department		**Apr-June update** This work is being undertaken by the Director of Strategy and Performance. **July – Sept update** This work is being undertaken by the Director of Strategy and Performance and I am taking a supporting role.	Ongoing		
7.8 Respond to national ICT initiatives	**7.8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.**	Head of ICT	**Apr-June update** Dispatch Communication Server (DCS) & Technical Refresh The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place which means the DCS connection is available for use. 'Week Two' activities are on hold after an issue with the interface between Vision 5 and ICCS. 'Week Two' activities will resume once an agreement on an updated work plan is in place. MFRS and Telent have requested that the work plan will contain multiple rollback points with activities carried out while Fire Control is in fall back.	Ongoing to 2025		

			<u>July – Sept update</u> Dispatch Communication Server (DCS) & Technical Refresh The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place. 'Week Two' activities are on hold following an issue with the interface between Vision 5 and ICCS. For 'Week Two' activities, an updated workplan is in place. An IT Health Check took place w/c 03/07/2023 and SSS will respond with a remedial action plan. Telent will carried out their additional remedial actions.			
7.9. Consider ways in which catering services can support diversity and inclusion	**7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce**	Catering Manager/Director of Strategy and Performance	**<u>Apr-June update</u>** Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities. **<u>July – Sept update</u>**	Ongoing		
7.10. Coordinate an approach to the development of a roadmap to	**7.10.1 Coordinate the development of an approach to achieving Net Zero including**;	Head of Estates/Director of Strategy and Performance	**<u>Apr-June update</u>** A net Zero route map has been approved and an implementation group established (Chaired by the DCFO.	Q2		

deliver Net Zero by 2040	• Working with other departments to develop a programme and approach to governance. Within that programme, consider the outcomes of external research		Work is underway to determine how the route map will be implemented. **<u>July – Sept update</u>** Net Zero Group established, report presented to strategy and performance (estates) to consider small revenue growth to fund consultant.			
7.11. Deliver against the Estates Asset Management Plan	**9.1 Deliver the Estates Asset Management plan for 2023/24 including;** • The building of a new TDA and fire station in Aintree.	Head of Estates	**<u>Apr-June update</u>** All work is on target with reports to the Estates Board, SLT and Authority completed during this period **<u>July – Sept update</u>** Works start on multiply sites and progressing well against programme at Speke, Old Swan, Newton – le- Willows, TDA.	Ongoing		

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23

Total Number of Workstreams	26 (100%)
Action completed	1 (4%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	1 (4%)
Action will be delivered by the designated deadline within the functional plan	24 (92%)
Action not yet started	0 (0%)